

**CHRO Conversation**  
**Accenture - Ellyn Shook, Chief Leadership & HR Officer**  
**Video Length 12:47**

<https://www.youtube.com/watch?v=cskgRGRoM7I&list=PLUEIH5PMd16kn9p29AbXCJLvTiVUJRjLu&inde>

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Topic	Time
<p>How can HR help drive business success at Accenture?</p> <ul style="list-style-type: none"> <li>● Talent-led business – HR contributes to success of business &amp; clients</li> <li>● Velocity of change – HR ensures talent can adapt to rapid changes in tech, industry and functional areas; employee skills must be cutting-edge</li> </ul>	<a href="#">0:44</a>
<p>How does HR ensure talent has the appropriate skills and is adaptable?</p> <ul style="list-style-type: none"> <li>● Collaborate with chief strategy officer and chief technology officer to plan for the future <ul style="list-style-type: none"> <li>○ Ex. Extended-reality, blockchain, artificial intelligence</li> </ul> </li> <li>● Democratized learning investment so employees have real-time, on-demand access to world-class training</li> </ul>	<a href="#">1:37</a>
<p>What challenges does HR face in terms of identifying the best talent to match the pace of the organization?</p> <ul style="list-style-type: none"> <li>● Skill and re-skill people constantly! <ul style="list-style-type: none"> <li>○ Don't leave generations behind as technology is changing</li> </ul> </li> <li>● Technology should elevate, not eliminate humans</li> <li>● Learning should be life-long – intellectual curiosity, learning agility must be innate in people</li> </ul>	<a href="#">3:12</a>
<p>Do you have recommendations to keep employees constantly learning?</p> <ul style="list-style-type: none"> <li>● Generational diversity is an advantage for organizations</li> <li>● Pair wisdom workers with millennials (Ex. Mining workers)</li> <li>● People have to work longer than they have in the past due to longer lifespan</li> <li>● Companies must provide opportunities for employees to learn something new and use it immediately</li> </ul>	<a href="#">5:00</a>
<p>What is HR's role in driving D&amp;I?</p> <ul style="list-style-type: none"> <li>● HR plays a huge role → it's a business issue</li> <li>● You can't drive innovation without diversity</li> <li>● Once the D&amp;I direction/tone is set at the top, HR drives strategy</li> <li>● Organizations must tap into the human emotion of belonging; HR can create an environment where people can be authentic</li> </ul>	<a href="#">6:54</a>
<p>Are there D&amp;I principles that all companies should be practicing?</p> <ul style="list-style-type: none"> <li>● "It's not what you say, it's what you do"</li> <li>● Look at all talent decisions through the lens of diversity (i.e. hiring,</li> </ul>	<a href="#">8:56</a>

advancing, retaining) <ul style="list-style-type: none"> <li>● Be transparent to build trust and collaborate with your clients and community to accelerate the pace of change</li> </ul>	
Are there innovative efforts for D&I? <ul style="list-style-type: none"> <li>● Belonging – the emotional connection where each person feels valued</li> <li>● Why is that innovative? Belonging unlocks human potential, which drives performance</li> </ul>	<a href="#">10:45</a>

“HR plays a very significant role in inclusion and diversity but really first, you must set the tone at the top as leaders.” (7:25)

“There’s no way to pay people equally unless you take a hard look in the mirror and understand first whether you are practicing pay equality and if you see a problem, then you need to fix it.” (10:29)

**Discussion Questions:**

1. What challenges might companies experience when “pairing wisdom workers with millennials”?
2. How might HR convince top management that investing in D&I makes business sense? What metrics or information do they have at their disposal to make them make a case for investment?